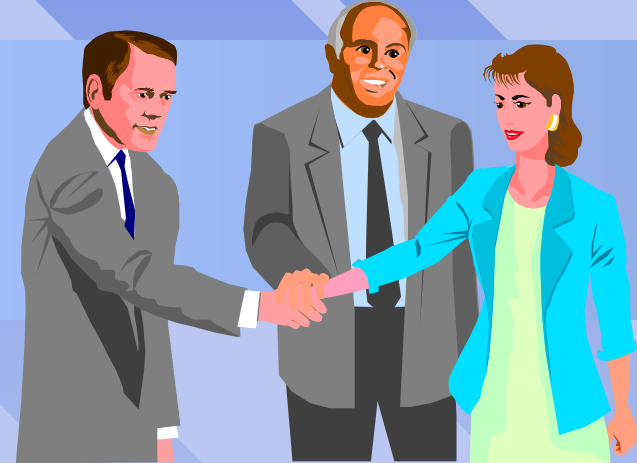


CONDUCT & DISCIPLINE



435 MSS/DPCN

DSN 480-7153/5365

Civilian: 06371-47-7153/5365

Supvy Pers Mgmt Spec: Manfred Frey

Chief: Wolfgang Krueck

Goal

- **To improve supervisory skills in dealing better with conduct & performance issues**
- **To improve skills with conduct & performance interviews**
- **EMR Principle: Like sanctions for like actions**



Conduct & Discipline

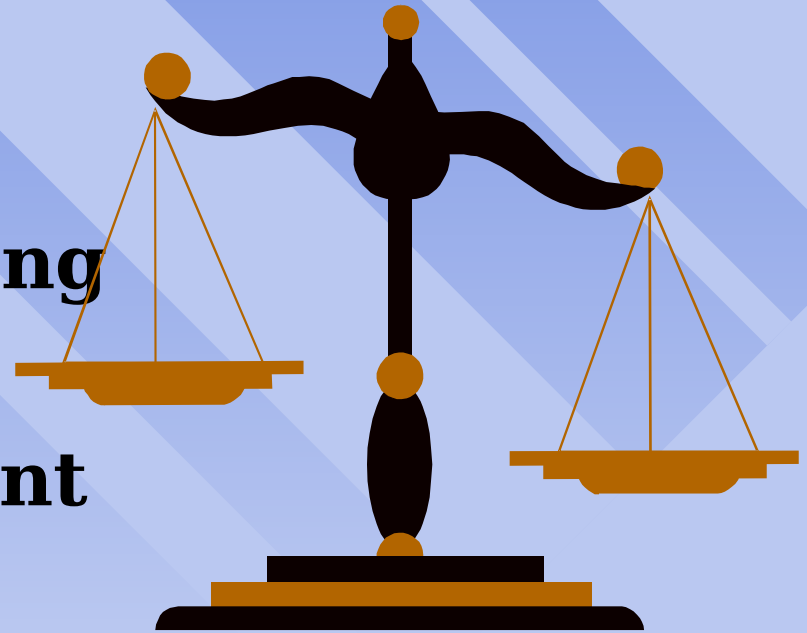
Corrective Actions

Informal Actions

- Discussion
- Letter of Counseling

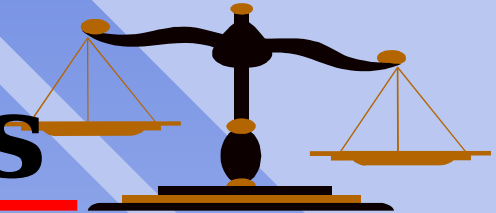
Formal Actions

- Oral Admonishment
- Letter of Warning
(includes appeal rights)



Conduct & Discipline

Corrective Actions



Oral Admonishment

- Use to correct misconduct or delinquency of minor offense
- Keep in Supervisor's Record (annotate 971 record/must be removed NLT 2 yrs from entry)

Letter of Warning

- Use to correct significant misconduct or delinquency and repeated lesser offenses
- Keep in Supervisor's Record (annotate 971 record/must be removed NLT 2 yrs from entry)
- Official OPF Record

Conduct & Discipline

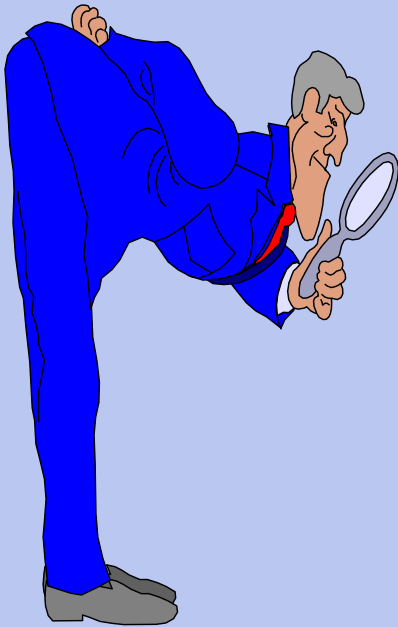
Disciplinary Actions



- **Termination During Probation**
- **Termination by Ordinary Notice**
- **Change in Employment Condition**
- **Termination by Extraordinary Notice**

Termination During Probation (Article 43, CTA II)

Probation Periods



- **White Collar Worker = 3 months**
- **Blue Collar Worker = 3 months**

Termination by Ordinary Notice (Art 44, CTA II)

By the employing Agency only:

Period of Employment

Notice Periods

- minimum 6 months
- minimum 4 years
- minimum 6 years
- minimum 9 years
- minimum 12 years
- minimum 20 years

- 2 months to the end of a month
- 3 months to the end of a month
- 4 months to the end of a month
- 5 months to the end of a month
- 6 months to the end of a month
- 7 months to the end of a month

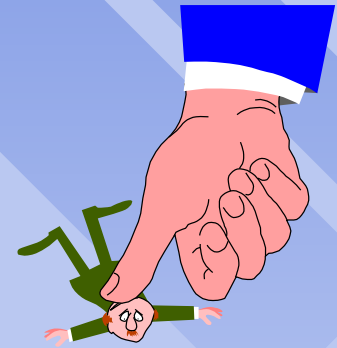
- Notice periods for employee is four weeks to expire at the end of a month

Termination for Cause

- **When the offense is of such a serious nature that retention of the employee would adversely affect the discipline, efficiency and morale of the agency**
- **Corrective actions failed**
- **Create morale problems**

Employee Rights

- **Representation**
- **“Fair Trial”**
- **Appeal Rights, i.e. Letter of Warning**
(internal channel)
- **Labor Court**
(Letter of Warning & Termination only)
(external channel)



Observation

Managers frequently observe that a common problem is the reluctance of the first-line supervisors to effectively use disciplinary procedures when the occasion demands.

**~~When faced with chronic~~
ineffective performance, many supervisors fail to give critical feedback to the employee or administer a disciplinary penalty.**

Reasons for Failure

- **Reluctance**
- **Unpleasant task**
- **Challenge to be biased**
- **Criticism**
- **Lack of Experience**
- **Expectations/Impact**
- **Insubordination**
- **Unpleasant past experience**



Lack of Documentation or 50 ways to loose the c

- Lack of Time
- Evidence or lack thereto
- No need to document/counseling will solve problem
- Avoid encounter of the worst kind
- Action will take care of itself
- Chance to be overturned by a higher authority or court

■ Lack of Writing Skill
End Result: Escalates/Aggravates

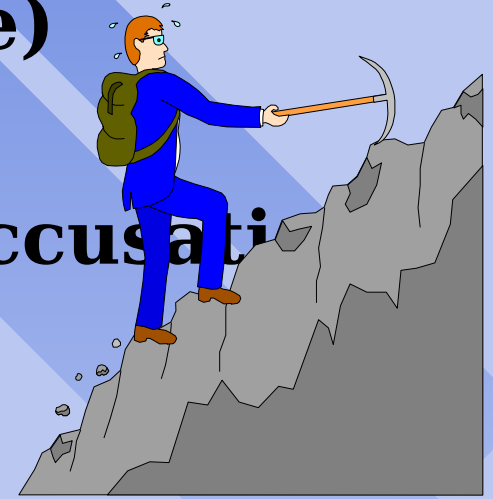
Employees View

- **Inappropriate Behavior is acceptable**
- **No Consequences**
- **Morale Deterioration**
- **Exceptions vs. Rules**

***Supervisors Credibility
Deteriorates***

7-Step Approach = Fair Evaluation

- Investigation (Facts/Evidence)
- Conduct Interviews
- Employee's Explanation to Accusation
(private atmosphere)
- Circumstances/Offense
- Personal Reasons (personal circumstances, i.e. social aspects, length of service, previous offenses, etc.)
- Consistence with Laws, Regs, similar or same actions (call yourCPO for assistance)
- Determine Appropriate Action



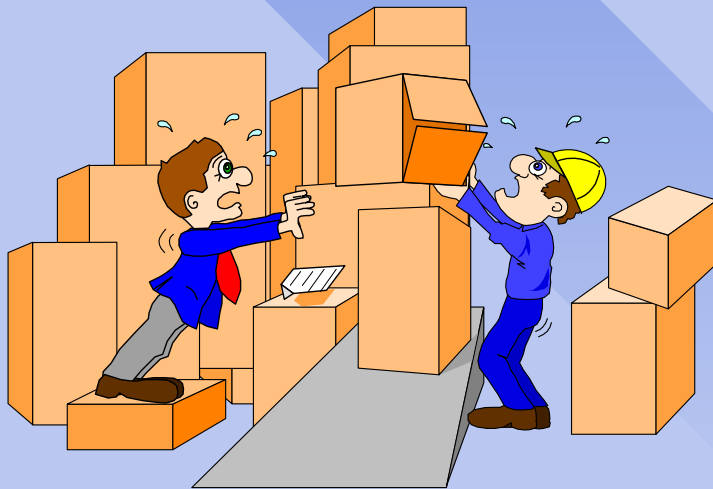
Achievement of Constructive Discipline

- **Standards of Conduct & Performance Expectations**
- **Maintenance of Constructive & Effective Labor Management Relations**
- **Proper Guidance, Instructions, Rules and Regulations**
- **Clear Communication**
- **Fair & Equal Treatment**
- **Recognition**

Achievement of Constructive Discipline **(Continued)**

- **Attendance**
- **Punctuality**
- **Sexual Harassment**
- **Complaint Procedures**
- **Motivation**
- **Setting a good example to abide by**

Work Environment



- **Atmosphere**
- **Duties**
- **Rules**
- **Requirements**
- **Instructions**
- **Standards**

Constructive Discipline

- **Establish Expectations**
- **Provide Feedback**
- **Conduct Counseling in Private Atmosphere**
- **Constructive Criticism is preventive in nature**



Conduct & Responsibilities

References:

- **Tariff Agreement (CTA II) (USAFEI 36-720)**
- **CTA II Implementation Instructions (USAFEI 36-723)**
- **Conduct & Discipline (USAFEI 36-702)**
- **Grievances and Appeals (USAFEI 36-717)**
- **Probationary Period Appraisal and Performance Evaluation (USAFEI 36-716)**
- **Supervisor's Records (AF Pam 36-106)**

(applies to 971 records)

